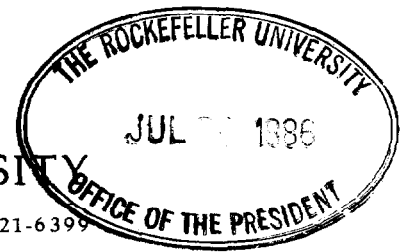




THE ROCKEFELLER UNIVERSITY

1230 YORK AVENUE • NEW YORK, NEW YORK 10021-6399

July 30, 1986



Dr. Joshua Lederberg
President
The Rockefeller University

Dear Josh:

Attallah Kappas has asked me to write to you about what I learned during telephone conversations with several associates of Ronald Crystal in May and June. I made these calls in response to questions raised by Zanzvil Cohn in May during the joint meeting of the Academic Council and the Hospital Search Committee. I telephoned David Nathan at Children's Hospital Medical Center in Boston to pursue rumors Zan had reported about Crystal's relationship with his fellows.

Nathan, the Chief of Pediatrics at Children's Hospital, verified that Crystal had rejected his firm offer for a professorship at Harvard Medical School and a leadership position at Children's. Nathan expressed disappointment at Crystal's decision and reaffirmed his opinion that Crystal could lead a first-rate program in clinical research. Nathan, having no personal knowledge of problems between Crystal and his fellows, was reluctant to repeat third-hand rumors. He referred me to Dr. Gary Hunninghake in Iowa City.

Hunninghake, a former associate of Crystal at the NIA, acknowledged that he had had past personal disagreements with Crystal. He was unwilling to elaborate, but they seem to relate to Crystal's hard-driving style. He affirmed that the two of them had had a productive collaboration. Crystal, he said, works best as head of a team and is not always personally at the bench. He said Crystal was a capable biochemist, however, and understood molecular biology (confirming the impression of Tom Kaiser on our Committee). Hunninghake stated that Crystal was extremely effective and "possibly the best possible candidate".

At Hunninghake's suggestion I then spoke to Herbert Reynolds, another former NIH colleague of Crystal, who is professor and head of the pulmonary section at Yale. Reynolds said that Crystal is "altogether excellent, creative and quick. It's hard for the rest of us to keep up with him." He said that most of Crystal's former fellows have taken leadership positions all over the world. Most fellows, Reynolds asserted, found Crystal to be a hard task-master, but one who was fair. Reynolds further stated that some fellows, perhaps including Hunninghake, thought that Crystal had received too much personal credit for collaborative research. Reynolds felt that such grumbling was generally short-lived because it was neither accurate nor fair.

I relayed the substance of these conversations back to the Council, to the Search Committee, and as you undoubtedly remember, to you also. Our committee was convinced that Crystal was an outstanding medical scientist and clinical researcher who had occasionally "ruffled some feathers" Our recommendation that he be appointed was subsequently supported by the Academic Council.

Sincerely yours,

D. Martin Carter, MD, PhD
Professor and Senior Physician

DMC/jh